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5 November 1958

TO : Chief, Administrative Staff

SUBJECT: Establishment of an ORR Journal for
Announcement of Current Activities, etc.

1. PROBLEM:

To establish a publication (weekly or monthly) which will constitute a respectable, representative, interesting, and authoritative record of current activities of the Office of Research and Reports.

2. FACTS BEARING ON THE PROBLEM:

Under DD/I edict, ORR has for some years disseminated at irregular intervals a Daily Diary. The well-intended purpose of this publication is to inform ORR units, the AD/RR, DD/I, and other Agency components, of current ORR activities. ORR Regulation 5-11 of 7 July 1955 is the present authority for this diary and the following activities are listed therein as proper subjects for recording:

a. Participation in interagency and intra-Agency committee and working-group meetings.

b. Contacts on official ORR business with non-Government people and with personnel in Government units outside the normal working relationships.

c. Agency and extra-Agency normal opposite-number contacts that result in evidence of substantive coordination and promising developments in ORR activities with other units, and contacts outside of ORR with officials of Assistant Director level or higher.

d. Completed official travel, including an indication of the general purpose of the travel.

e. Announcement of important events scheduled for the immediate future, as: absences of area, staff, and division chiefs; consultant visits; and special meetings of general interest.

f. Physical relocation of units and assignment of new telephone numbers.

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3. DISCUSSION:

a. With the passage of time the ORR Daily Diary has lost its significance. As issued, the Diary's contents are confined to desultory references of meetings theretofore held between ORR personnel and non-CIA individuals, with an occasional announcement of nominal interest. In format and reproduction the Diary is undistinguished. Thus lacking in the force of authority, appearance, and content, the Diary's reception by personnel is unenthusiastic.

b. The reporting of meetings after they have transpired is, of course, a notice of events but more value would accrue from an announcement of a scheduled meeting and the subject thereof prior to the meeting. Thereby, personnel interested in the subject would have an opportunity to express their interest to the ORR participants. Thereafter, a report of the result of such meeting, in addition to the identity of those present, would be of value to personnel and to the record. This notice of events--in advance of their occurrence--would prove more fruitful than after-the-fact notice in other cases, such as, briefings, debriefings, travelers, visitors, etc.

c. The appraisal of the current Daily Diary as appears in paragraph a. above is shared rather generally by the rank and file of the Office. It seems indisputable that there is a need for something better. There is a genuine need for a medium to inform personnel of forthcoming events and to record the results of such events; to announce matters of official and personal interest; and to disseminate instructions to personnel. The name of such a medium is unimportant whether diary, journal, record, etc. Mainly, this publication should bear the official imprimatur of the Office, signed by the Chief, St/A, for the AD. Armed with such authority, edited intelligently and disseminated regularly, the

publication would assume a dignity that would assure its receptiveness by personnel. It would serve as a convenient instrument for the issuance of timely instructions and official announcements which now appear as independent, tailor-made, Office Notices. Aside from the utility to be derived, such a publication would induce a closer relationship among Office personnel and, by the sharing of knowledge of interesting events, would supply an affinity between management and employees. Success in this latter regard would, alone, justify the introduction of such a publication. A medium which can impart to personnel a reasonable belief that their superiors have an interest in employees and employee activities is an asset of real value.

d. In many ways the Agency is a victim of the compartmentation which is inherent in such a large, world-wide, intelligence organization. The close association, both official and social, which prevails among personnel of other USIB agencies is denied to CIA. The demands of intense security controls prohibit general Agency interchange of news of current activities, knowledge of personalities, and, regrettably, of ideas. However, despite its size in number of people, ORR is an integral, compact, component with a singleness of purpose that requires no rigid internal division.

e. There is evidence of a lack of communication within ORR, especially below the branch chief level. Employees speak of laboring in vacuums, consigned to isolation to there pursue a specified task without relation to other matters, other happenings, or other people. It is submitted that there is an area of knowledge that can, with impunity, be transmitted to all employees; information which is inoffensive to the most psychotic conception of security or to nice propriety. Obviously, the departure of supervisors from headquarters on TDY, etc., needs no invocation of the need-to-know principle. An Office Notice which announces that a subordinate will act during a supervisor's absence, with silence as to the supervisor's whereabouts, serves only to cultivate coffee-break gossip. Such information, denied to ORR personnel, is publicized in the DD/T's monthly newsletter. Promotions are newsworthy, pleasant experiences, and knowledge thereof should

be shared by associates. It is believed that management should make use of every available opportunity to communicate with employees, to retain their interest, to elicit their cooperation, their good-will. Failure to do this encourages discontent and, lamentably, leads to resignations of able, difficult to replace, people.

f. There follows a few suggestions of material which seemingly could appropriately be included in an ORR account of events:

(1) Notice of impending TDY trips of personnel and the purpose of the trips. Thereby affording other components an opportunity to make, if practical, incidental use of the travelers.

(2) Notice of impending meetings (outside normal working relationship) between ORR and non-CIA individuals and the subject of such meetings.

(3) The results of (1) and (2) above.

(4) Date, place, and time of briefings and debriefings with a brief history of the individual, his mission, etc.

(5) Significant ORR reports or privately published studies.

(6) Prospective visits to ORR of consultants and representatives of foreign intelligence agencies with a brief biography of the visitors and purpose of their visit.

(7) Permanent personnel appointments.

(8) Temporary appointments during absence of incumbents, etc.

(9) Notice of those CIA regulations which require familiarity of all personnel.

(10) Resignation and transfer of personnel.

(11) Awards and commendations, including authorship of noteworthy reports, etc.

(12) Designation of conference rooms and special purpose rooms.

(13) New training courses, with information incidental thereto.

(14) Appointments to Department of Defense schools.

(15) Completion of courses, including self-sponsored.

(16) Intermittent reminders of security in office routine.

(17) Changes in procedural forms.

(18) Minor changes in functions of personnel or components.

- (19) Prospective professional meetings, conferences, etc.
- (20) Announcements of births, marriages, and deaths.
- (21) Promotions.
- (22) Interesting experiences, particularly those of an intelligence implication.

g. Reproduction cost of an 8 page weekly is approximately

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a 25 page monthly would cost about .

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h. The preparation of a weekly journal would consume 4 hours of time of one person (editor); to prepare a monthly would require 8 hours of effort.

4. CONCLUSIONS:

It is concluded that:

a. The DD/I expects his offices to produce regularly a notice of those activities which are of interest and deserving of dissemination.

b. An examination of any copy of the ORR Daily Diary will provide convincing evidence that this notice of activities is inadequate, without merit, and reflects unfavorably upon the Office.

c. An Office medium for transmitting information of timely, current, interest would benefit the morale of personnel.

5. RECOMMENDATIONS:

It is recommended that:

a. Consideration be afforded to the production of an ORR publication to contain therein such notices, announcements, and record of activities as will: sustain the interest of personnel; stimulate office morale; intelligently apprise the DD/I and non-ORR individuals of current Office developments; and provide a permanent record for reference purposes.

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